



STRATEGIC WORKFORCE PLANNING SUMMIT

PLANNING FOR THE FUTURE

Workshop D: What Every Leader Must Have

“Tools to Close the Gap”

Presented By: Governor's Great
Workplace Action Team

Prepared By: Christina Bishai

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Introduction

The following pages illustrate examples of using different tools and techniques to bridge the gap. Included in this guide are examples for recognition, recruitment, knowledge sharing, communication, selection and networking. Each section is displayed in the same format:

1. Activity/Item
2. Description of Activity/Item
3. Contact Person
4. General description for each section and how the section bridges the gap

If there is an example that you find to be interesting or that might be beneficial to your agency. The contact person is provided and will be more than willing/able to provide you with the information necessary to implement this tool into your agency.

General Content

a) Speaker

i. Blake Ashdown

Blake Ashdown is a Professor of Practice at the Eli Broad Graduate School of Management at Michigan State University, where he teaches Entrepreneurship and Business Strategy. Blake is an entrepreneur who has started 10 different businesses over the past 25 years. He is an outstanding communicator and frequent speaker at conferences, conventions and corporate events. He is a strong strategic thinker who combines academic know how with marketplace realities. Blake is also the CEO of SureVista Solutions, a business intelligence research and consulting firm.

b) Discussion Panel

ii. Scott Blakeney

Scott Blakeney has worked for the Department of Community Health for six years. For the first five years he produced TV, radio, web and print advertising for the department. Now he is responsible for workforce transformation initiatives such as workforce planning, internships, recruitment, onboarding, professional development, recognition, innovation and retention. Before joining the state, Scott did advertising for a national fast food chain and an international petroleum company. When he first graduated from college, he was a manager for Wal-mart.

blakeney@michigan.gov

iii. Jose Villarreal

Jose Villarreal is a recruitment specialist with the Civil Service Commission, Office of Human Resources – Transportation Division. He has worked for the State of Michigan for 13 ½ years in the Department of Corrections, Transportation and the Civil Service Commission.

villarrealj@michigan.gov

iv. Joetta Parker

Joetta Swain Parker is the Compensation and Staffing Support Manager with the Civil Service Commission, Office of Human Resources – Transportation Division. She has worked 14 years with the State of Michigan in the Department of Transportation and the Civil Service Commission.

Parkerj2@michigan.gov

v. Deb Wieber

Deb is currently the interim HR director serving the Michigan Department of Information Technology, and the director of the Civil Service Commission Office of Classifications and Selections. She has been the HR director at the Department of Environmental Quality, Director of Labor Relations at Department of Human Services, Personnel Officer and Labor Relations Rep at the Department of Corrections, and a Classifications/Selections rep in the Department of Commerce.

Weiberd2@michigan.gov

ATTRACT

1) Recruitment

How This Closes the Gap. These activities close the gap by attracting potential employees to come work for the State of Michigan and gain experience in their desired career field. It gives young adults and youth the opportunities to learn more about future careers and learn the importance of education. The structure, training and communication improve the work experience of the interns. Mentors gain professional development. It promotes the value of being a civil servant, and encourages future employment with State agencies.

a. Michigan Department of Transportation

MDOT uses variety of student employment/internship programs to capture the interest of students currently enrolled in college and to augment MDOT's regular work force. Students are able to gain practical experience while earning money or college credits. These programs are valuable tools to recruit qualified employees.

- ***Civil Engineer/Technician Student Co-op Program.*** College students enrolled in appropriate curriculums' are placed in positions that are directly related to their career interests. Students will work alternating periods of full-time paid employment and full-time study through college until graduation. Students can then compete and apply for permanent employment through our annual recruitment program. The MDOT recruitment team will continue an ongoing relationship with targeted college Co-op programs. MDOT will make every attempt to place graduating MDOT co-op students.
- ***Summer Youth Program.*** This program is coordinated by the Maintenance Division. The main job responsibilities were removing litter from state highway roadsides, the work has evolved into work that will provide young adults with a meaningful work experience. Crew members must be at least 16 years old and Crew leaders must be at least 18 years old.

- ***Metro Region Youth Mentoring Program.***
This program began in 2005 and it targets students between the ages of 16 and 18. The emphasis of the program is on various aspects of careers in the fields of Transportation and Civil Engineering. The program also works by mentoring students to complete high school and the merits of attending college. Civil engineers whose career expertise covers a wide range mentor students in this program. Also, students are able to work alongside peers and develop good work habits and build friendships.
- ***Additional Methods.***
MDOT has additional programs and events that allow for youth to be actively engaged in transportation careers. These programs give an overview of MDOT careers and give the knowledge, skills and abilities needed for those careers.
 - ***Detroit Area Pre-College Engineering Program (DAPCEP).***
A private non-profit organization that motivates and helps prepare minority youth to pursue careers in science, mathematics and engineering. MDOT employees will review resumes and conduct mock interviews.
 - ***Construction Career Days (CCD).***
National effort to showcase the incredible breadth of opportunities available in transportation construction at all levels of education and experience. This includes information booths, hands-on activities and hands-on equipment operation. CCD events have been held with great success since 2000 and take place in 28 states.
 - ***Touch a Truck.*** A yearly event that allows the general public to meet and speak with people who keep their roads safe and maintained throughout the year.

- ***Educational Institutions.***

High school and Middle schools/Elementary Schools
Recruitment programs give students the ability to see what benefits school has on his/her future in the workforce. MDOT will come to schools and give presentations about how staying in school and going to college will lead to greater opportunities for career jobs

- ***Transportation and Civil Engineering Program (TRAC).*** Outreach initiative used to improve retention and recruitment of civil engineering students for transportation related careers. This is a hands-on program designed for integration into science, math, and social science classes for middle and high school students. MDOT employees work with schools to integrate different TRAC modules into the class curriculums. Some of the modules are Motion, Safety, Sim City, Maglev and Environmental and Technology. Students also have the chance to build bridges out of balsa wood and develop a city.

- ***2+2+2 Engineering Program.***
This is a partnership between the Lansing School District, Lansing Community College and Michigan State University. Students who meet the requirements have the opportunity to receive an engineering degree at a significantly lower cost. It is a six-year degree program, which starts in 11th grade and ends with a degree from MSU. Students must complete 11th and 12th grade and graduate from high school where they will then enter LCC. At LCC they must take courses related to/or geared toward engineering and maintain a GPA of 3.0. Once they finish their two-year obligation to LCC they will then go to MSU for two years and complete their degree in engineering but must maintain a GPA of 3.0. This program is geared toward students who have interest and ability in science or math, are creative and have demonstrated personal commitment, direction and original thought. Students in this program receive a full paid tuition scholarship.

- **Transportation Career Days (TCD).** A partnership with local school districts. This event provides the opportunity for students to interact with MDOT employees while learning about various transportation careers.
- **Michigan Scholar Program.** This program is funded by a federal grant for middle school students entering high school. It highlights the importance of achieving academic excellence in order to reach career goals.

- **Contact Person.** Jose Villarreal villarrealj@michigan.gov

b. Department of Management and Budget. A variety of programs and information are provided by DMB. These items are used in order to bring in new talent and to further the advancement of employees and prospective employees.

- **Student Assistant Programs.** These programs work to place students in positions across the State of Michigan.
 - This includes placing youth that are “aging out of foster care” a program in conjunction with the Department of Human Services.
 - Cooley Law school interns are also placed through an effort with the school.
 - Students that are currently enrolled in a college or university are hired as well to work within various offices with the state.

- **Contact Person.**
Paul Jaques (Jaques@msu.edu), Bernadette Friedrich (friedric@msu.edu) are the contacts for internship placement at MSU. Paul Jaques is the Internship Developer at MSU Career Services and Bernadette Friedrich is with the College of Engineering. Cooley Law School contact is Marianna Menna (517)-371-5140 ext. 2912. DMB contact is Ann Kroneman kronemana@michigan.gov

c. Department of Agriculture

- **High School Outreach.** This program works with the urban Future Farmers of America (FFA) chapters to form mentoring partners with high school students and MDA staff

to encourage and support students that seek a career in agriculture.

- **HOPE Scholars Mentor Program.** In this program MDA works with Lansing Community College and the Lansing School District to form a mentoring program for the HOPE Scholars Program. The program guarantees fifth grade students financial assistance with tuition and books at LCC when they stay in school. The idea is to identify programs that lead to agriculture careers. Students get the education and MDA mentors the students to help support them in school.
- **Contact Person.** Barbara Hensinger
hensingerb@michigan.gov

d. Department of Information Technology

- **MDIT-LCC Apprenticeship Program.** This program is in a joint effort with Lansing Community College. The goals of the program are to:
 - Attract students to government jobs
 - Provide a meaningful work experience while students are attending classes to make them competitive in the job market
 - Train potential workforce for future job vacancies
 - Attract students to jobs in Michigan

Each student in the program will have a mentor who will be actively involved for the duration of his or her employment. The mentors are there to assist the apprentice in selecting classes each semester with the goal of meeting requirements to fulfill their degree. If the apprentice is an LCC student, they can have additional educational feedback including an LCC tutor. The mentor will monitor the apprentice's educational enrollment and will advise HR if they are no longer enrolled in classes (must be actively enrolled per Civil Service Regulation). The apprentice will have quarterly performance reviews via a web-based application on the LCC website.

The MDIT Apprenticeship program is being piloted with LCC but the apprentice can be attending any accredited educational institution. There is potential to convert apprentice employees into full time employees but there is no obligation to do so. The apprenticeship program does not

have a set time limit as long as the apprentice is actively enrolled.

Possible candidates of the program are interviewed with a specific selection criterion, which covers the areas of Communication, Planning & Organizing Work, Initiative/Innovation, Technical/Professional Knowledge and Contributing to Team Success.

- **Contact Person.** Shellie Budd BuddS1@michigan.gov or 517-335-0048

e. Department of Community Health.

- **Academic Internships (unpaid).** DCH had offered internships in the past, but the program wasn't formalized. DCH had multiple, informal networks with colleges and universities, based on personal relationships. With increasing retirements in the near future, DCH wanted to establish formal networks based on the organization. DCH also wanted to improve communication with potential interns and their academic institutions. And while some necessary paperwork (like HIPAA and discriminatory harassment) were regularly completed, preparation and orientation weren't executed consistently. Finally, after an internship was finished, filing and documentation wasn't always completed, and certainly not in a central location. This made it difficult for prospective employers to verify that the internship had taken place.

DCH formalized all of these processes, created a policy and procedure, intranet support, external Internet communication, intern coordinators for each administration, and a log/filing system.

Forms for Academic Internship can be found on the CD provided in your folder, look in Workshop D and then in DCH Forms folder.

- **Contact Person.** For more information contact Scott Blakeney, DCH blakeney@michigan.gov
- **Formal Recruitment.** Based on DCH's current and future workforce needs, they needed to do more formal recruitment. While the Civil Service Jobs website is a

helpful tool, DCH determined that they could not rely on it exclusively. DCH developed marketing strategies and materials to reach their target audience more effectively. DCH produced a department overview video to be used at recruiting events, on line, and during onboarding. DCH added web pages to their public site to make it easier for prospective employees to learn about DCH and being a civil servant. DCH created brochures and a banner for outreach events and informal recruitment.

- **Contact Person.** For more information contact Scott Blakeney, DCH blakeney@michigan.gov

SELECTION

1) Selection

- **How This Closes the Gap.** This activity closes the gap by allowing employers to increase the quality of their selection pool. By conducting interviews and selecting candidates using these techniques employers have the ability to assess candidates on a greater level. As a result the best candidates are selected for positions.
- a. **Behavioral Focused Interviewing.** The State of Michigan has implemented a Competency Based Human Resource Management System. This means that training, development, performance management, recruiting and selection processes will be based on competencies. Candidates are scored based on how they answer questions. The format that is used in this type of interviewing is the STAR format, which stands for **Situation/Task**, **Action** you took and **Results** you achieved. **Situation/Task-** Describe a situation that you were in or you needed to accomplish. (Instructors be sure to give the interviewer enough detail). **Action you took-** Describe the action you took and be sure to keep the focus on you. Tell what you did even if you were working in a group. **Results you achieved-** How did the event end? What did you accomplish? What did you learn?
 - **Contact Person.** Phillip J. Kovacs Kovacsp@michigan.gov
 - A video and additional information can be found on the [Civil Service Website](#)
- b. **Department of Information Technology**
 - **IT Careers Opportunities Link.** DIT has created a tool that is useful for prospective employees to submit their credentials for current or future IT positions. The link which is located on the Civil Service State Job Opportunities page will take users that click on it to a page where he/she can find out the desired traits, skills and education the Department of Information Technology is looking for in potential employees. This gives MDIT the opportunity to have candidate credentials on hand if and when the need arises to hire a new employee. It also gives those that are searching for a job to have the option to submit their information even if no job is currently open. It will then be kept on file until a position is available

[Link:http://web1mdcs.state.mi.us/vacancyweb/MDITPosting.htm](http://web1mdcs.state.mi.us/vacancyweb/MDITPosting.htm)

- **Contact Person.** Deb Wieber weiberd@michigan.gov

c. Interview Process for Transportation Engineers and Civil Technicians. Civil Engineering and Technician students are prescreened and evaluated at the various career fairs. Based on their evaluations and location preference the students are invited to a reception and to interview with the hiring areas in the department. Students are offered positions contingent upon completing the education requirements of the classification. Positions can be offered immediately.

- **Contact Person.** Jose Villarreal villarrealJ@michigan.gov

d. Interview Programs in the State of Michigan Classified Service. Student interns can provide meaningful contributions to the State of Michigan while receiving valuable experience that can be applied in their pursuit of careers. An excellent example of how student interns can be used is in the Department of History, Arts, and Libraries (HAL).

HAL has an aggressive program of internships for undergraduate and graduate students working in the fields of archaeology, archival studies, museum programming and curatorial services, library science, and graphic design. These interns are engaged in meaningful work, often including some of the newest and most exciting developments in their fields. For example, one recent doctoral-level intern in the Office of the State Archaeologist was involved in a pilot program to assess and map archaeological resources on state forest land. In addition to practical field experience, her internship in this pilot program provided the basis for a scholarly paper, which won a prestigious award at the recent Midwest Archaeological Conference.

Student intern programs allow young professionals the opportunity to view and value state government work. Such interaction can lead to a better understanding of the great services our state provides, can distinguish state government as an employer of choice, and can offer state government a reservoir of ready and skilled candidates to draw from when vacancies occur. The state can target future critical shortages in various areas of our workforce

by setting up programs with universities and colleges to recruit specific candidates and disciplines. Departments can also utilize interns simply to address present workforce shortages or to complete specific projects. The possibilities and utility of a well developed enterprise wide internship system are endless and necessary to address critical and imminent future workforce shortages.

- **Contact Person.** Diane Earls earlsd@michigan.gov

RETENTION

1) Recognition

- **How This Closes the Gap.**

These activities close the gap between employees and management by building trust, valuing people and developing positive relationships, which are all essential to building a successful organization

- a. **DMB Employee Recognition Programs.**

This is a program that includes both formal and informal approaches to recognizing employees. Included in the program is the Employee Recognition Event, Employee Excellence Awards and State Employee Recognition week.

- ***Employee Recognition Event.*** Each year DMB's executive leaders sponsor an employee recognition event to thank employees for their efforts, contributions and dedication to their work. Employees are also honored for years of service including 30, 35 and 40 years of state service. This event also allows for a recap of DMB's mission, vision and values and gives all employees the opportunity to have fun.
- ***Employee Excellence Awards.*** Annually DMB employees are given the opportunity to nominate fellow colleagues for their department's Excellence Awards. The purpose of these awards is to acknowledge outstanding employee performance, dedication and overall service to the department and fellow colleagues. Five award categories are included which are: Customer Service, Every Day Hero, Innovator, Leadership and Living the Values.
- ***State Employee Recognition Week.*** During this week, DMB focuses its efforts on thanking employees for their ongoing contributions and public service. The DMB Director and Chief Deputy Director will attend all-staff events and have a chance to personally thank and interact with employees. On an office level, managers and supervisors will recognize and thank employees as well.
- **Contact Person.** For more information contact Ann Kroneman DMB-HR KronemanA@michigan.gov

b. Facilities Administration Employee Spotlight

This is a program that congratulates employees on their career advancement and recognizes them for being newly hired. The Spotlight document will give a brief history on the new employee(s) and highlight some important facts about the employee(s).

c. Michigan Department of Transportation

- ***Simply Super Service (SSS) Program.*** This program is extremely popular because it is the only program, other than the Director's Award, that recognizes excellent customer service by an MDOT employee. All permanent MDOT employees are eligible and will receive a copy of the letter/e-mail in a frame with either a picture of themselves or a scenic picture. If the employee has received an SSS award in the past, they will receive the letter/e-mail in a frame, without a picture. As of this writing, 95 Simply Super Service awards have been processed for the 2008 Fiscal Year.
- ***Director's Award Program.*** This Employee Recognition Team (ERT) is currently working on the 2009 Director's Award program. Once approval is received, the 2009 program will be open for nominations, with recipients being selected in the end February 2009.
- **Contact Person.** Kristie Cheadle 241-4697
cheadlek@michigan.gov

2) Development

- **How This Closes the Gap.**
These activities close the gap by giving current employees the opportunities to have growth opportunities and tools to help develop their skill sets. These new and improved skill sets all for future leaders to become great leaders. It also helps by providing opportunities to current staff to improve their marketability.

- a. DMB Student Information and Development Sessions.** These sessions are new for the 2008 year and occur periodically to give students the opportunity to learn more about various state offices.

Students are given the opportunity to ask questions they might have about how to advance in the state. They are able to discuss possible career opportunities and ways to improve their resumes to enable career advancement to occur. Finally, this gives students the opportunity to meet and create relationships across various offices in DMB.

- **Contact Person.** Ann Kroneman kronemana@michigan.gov

b. Leadership Academy at Michigan Department of Human Services- The Office of Professional Development at DHS offers a successful program called Leadership Academy as part of a succession management strategy. This program was developed because it became apparent that 47% of managers and leaders were eligible for retirement currently and that over 70% would be eligible within the next five years. The department realized that staff were not ready to move into senior management positions when the incumbents retired. Thus far, people were promoted and were expected to learn everything from a short training program and on the job. The agency decided to be proactive about this dilemma and developed this program.

The purpose of the Academy is to select candidates with high leadership potential and accelerate their development over a two year period, preparing them to step into high-level positions. The Academy approach creates an acceleration pool of leaders who are well rounded in a broad range of leadership competencies rather than groomed for a specific position. The advantage to this approach is that the organization builds strength of leaders who are prepared to step up to the plate as needed. By developing leaders this way the department now has leaders who are familiar with department values, mission and operational practices.

Selection for this program is rigorous and is based on demonstrated leadership competencies and leadership potential. Eligible staff has the unique opportunity of nominating themselves for the Academy. Each applicant must undergo an objective test that measures leadership potential, a write-up of how they have demonstrated leadership competencies and an interview. The final steps in the process are reference checks and a review of the finalists' scores by the senior leadership team. This team is responsible for making the final selection of academy members each year.

Academy members earn credits for the program and a certain number of credits are required for graduation, members with a perfect score graduate with honors. When applying for DHS positions academy graduates received an additional point on the screening criteria.

- **Contact Person.** Lynn Subramanian Leadership Academy Manager (517) 241-9871 subramanianl@michigan.gov

c. Treasury Training Resource.

Treasury has committed training resources that conduct an excellent Professional and Leadership Development Curriculum for Treasury employees to take advantage of. The Leadership courses focus on the core competencies identified by OGWD, as well as a monthly Leadership Network course. Professional development courses cover things from Dealing with Difficult People, Learning to Interview, and Team Building just to name a few.

- **Contact Person.** Brenda Broughan, 517-636-4261
Treasury/Civil Service.

d. Michigan Department of Transportation Education Support Program (ESP). This program allows for the use of Administrative Leave to attend class, use the library, study and so on. There are eight active employees as of this writing.

The ESP team met in July to score the applications and select the 2008 Education Support Program participants. The names and details of the selected participants and their supervisors were notified of their selection and subsequently scheduled to attend the ESP orientation session, which was held in August. Both the participant and their supervisor are required to attend orientation.

The ESP Team will meet in March 2009 to prepare for the 2009 Education Support Program.

- **Contact Person.** Kristie Cheadle 241-4697
cheadlek@michigan.gov

e. Michigan Department of Informational Technology New Leader Development Program. The New Leader Development Program was established in early 2006 for all those managers who were either brand new to State management, brand new to management within MDIT, or promoted to a higher level within MDIT.

The purpose of this program is to provide an individualized route for each new leader that is geared toward their personal career path, skill level, and interests. Specifically, this program has continued to provide new leaders with opportunities to formally transition into

their new role while also providing them with access to leadership coaching and developmental opportunities they might not be aware of utilizing various methods. In addition this program is a source of providing new leaders with fundamental managerial skills needed for their positions, including labor relations, human resources, budget, finance, and audit workshops. Since the inception of this program it has grown to now include a 2nd year portion of the program with a focus on leadership coaching geared towards assisting the leader in stabilizing in their leadership role.

Since 2006, the 1st year program has included 60 MDIT new Leaders, 39 of who have graduated from the 1st year program. The feedback from participants has been extremely positive indicating this very adaptable, personalized program made a tremendous difference in their new role and to their success.

- **Contact Person.** Deb Stanaway stanawayd@michigan.gov or 335-6749

- f. **Michigan Department of Informational Technology Informal Leadership Program.** Informal Leaders play a leadership role on teams, special projects and committees, but are not currently in a Civil Service supervisory or managerial classification.

The Informal Leadership Program provides the development of leadership skills for those who desire personal and future career opportunities or for those who wish to take a more active informal leadership role in their current position. Participation in this program does not ensure promotions into a supervisory position in the future. However, the program will provide skill enhancement that can be applied immediately.

This program is self-paced and does not require one to complete it within a certain time frame. Specific program requirements can be found on the CD in the Workshop D folder, sub folder MDIT Forms.

- **Contact Person.** Deb Stanaway stanawayd@michigan.gov or 335-6749

- g. **Behavior Based Interview Skills for Candidates.** The department of Civil Service offers a course that will help to prepare job candidates for behavioral based interviews. This interactive session will assist the job candidate in preparing for a behavior-based interview, including how to identify the competencies associated with a position and how to answer questions in a way that demonstrates the candidate possesses the required competencies. Attendees will:

- Understand how competencies are used in the selection process.
- Review key actions and understand their relevance to individual development and competencies.
- Understand the different competencies associated with each employee group (1-4).
- Discuss how to review personal/professional experience and align it with specific position competencies.
- Participate in an interview exercise to gain understanding about the questions and how to respond in an interview process.
- Be able to prepare more effectively for a behavior-based interview.

- **Contact Person.** Phil Kovacs kovacsp@michigan.gov

h. MDOT Post Critique Assessments. Various Executives and Administrators who sit on interview panels offer unsuccessful candidates the opportunity to meet and discuss their interview. The meeting provides valuable information to candidates and highlights the necessary skills and experiences needed for the position. Post Critique Interviews are offered to employees who interview for positions at the 15 level and above.

- **Contact Person.** Tammy Kirschenbauer
Kirschenbauert@michigan.gov

3) Communication

- **How this bridges the Gap.** This bridges the gap by allowing for a line of open communication to exist between the employer and current employees. The goal of doing so is to create an atmosphere that is great to work in and will attract and retain the best talent.

b. Michigan Department of Information Technology Great Workplace Initiative. Since the inception of the MDIT strategic plan, the Department has had a goal focused on making the Department a great place to work in order to attract and retain the best in IT talent. Based upon the results of the 2007 Vision & Values survey, our MDIT 2008 Strategic Plan placed a great emphasis on the development of a team, which would focus on the resolution of these issues. This team, now dubbed the MDIT Great Workplace Initiative has been working on this since April of 2008. In the past six months, the advocates (at least one employee from each Division) have identified key roles for each advocate, identified an initiative improvement process, identified four

core groups geared towards addressing key issues facing the department, identified an advocate turnover process, sent out several communications, developed a Great Workplace team room, and have also received approval by the MDIT Executive Team for thirteen submitted initiatives. Several more initiatives are “in the hopper” as the advocates like to say; all geared toward the goal of making MDIT a Great Place to Work!

Key roles for those involved with the initiative are as a team member, team lead, or a sponsor. The following lists a general overview for each of these designated roles:

- Team Member/Advocate:
 - Attends weekly team meetings
 - Works on sub-groups within the team to implement specific initiatives
 - Maintains link between own work group/area and the Initiative
- Team Lead
 - Holds weekly team meetings
 - Attends sponsor/team lead meetings
 - Works with sponsors to plan all-advocate meetings
 - Assists group with determining initiatives undertaken
- Sponsors
 - Works with team leads to plan all-advocate monthly meetings
 - Final approval
 - Holds sponsor/team lead meetings to review progress, provide feedback and planning
 - Acts as liaison between each initiative and MDIT Executive Team
 - Sounding board for initiatives undertaken by all teams

Based on these key roles, the team continues to function as a sounding board on behalf of all employees in MDIT in the following four core areas, which were identified from over 260 individual ideas at the outset of the initiative:

- Communication/Inclusion/Fun Issues
- Human Resources/Career/Policy Issues
- Workplace/Customer Service/Processes Issues
- Professional Development for Employees & Leadership Issues

Utilizing MDIT employees as workplace advocates representing each area of MDIT helps us better understand the issues in the workplace so they can be addressed in a timely manner. It is another way to give our employees a voice and a role in making MDIT a Great Place to Work.

- **Contact Person.** Deb Stanaway Stanawayd@michigan.gov
517-335-7649

ADDITIONAL RESOURCES

There are thousands of tools available at your fingertips. Use the Internet to search and find the tools to close the gap at your workplace. Listed below is a list of a few tools to get you started in the right direction.

a. Recruitment

- **Hiring Employees in Sales and Marketing: Hiring Employees by the 80% Rule**

Abstract: The chance that you will find a candidate that is 100% of what you want for a position is rare. If you find a candidate who meets 80% of the requirements of the job you have open, hire him or her. This article breaks down how to implement this rule.

Link: http://humanresources.about.com/od/recruitingandstaffing/a/sales_hiring.htm

b. Attract

- **Attracting and Retaining Employees in a Competitive World**

Abstract: Gives examples of how to attract, select and retain quality employees. The article provides very clear and concise examples for employers to use and explains that more than a “gut feeling” is required for selecting quality candidates. In order to hire successful candidates it is important to look at their qualifications and use a behavioral based interview to assess their skills.

Link: <http://www.insurancejournal.com/magazines/southcentral/2002/09/16/features/23373.htm>

c. Retention

- **Fun and the Bottom Line: Using Humor to Retain Employees**

Abstract: This article discusses the importance in using laughter to relieve tension and stress associated with heavy workloads. Laughing allows for employees to reduce their stress level and in a sense enjoy coming to

work. The example illustrated in the article is of welfare workers working in the front line of low-income neighborhoods and undergoing massive funding cuts. In the welfare office the supervisor along with two other employees will play a song using accordion files, staple removers etc. Every time this performance occurs staff are hysterically laughing and relieving their tensions.

[Link:](http://humanresources.about.com/od/employeeeretention/a/humorretention.htm) <http://humanresources.about.com/od/employeeeretention/a/humorretention.htm>

- **Employee Retention: How to Retain Your Best**

Site provides a list of relevant and useful articles to retain the best employees. Link to articles is included below.

[Link:](http://humanresources.about.com/od/employeeeretention/Employee_Retention_How_to_Retain_Your_Best.htm) http://humanresources.about.com/od/employeeeretention/Employee_Retention_How_to_Retain_Your_Best.htm

- **Keep Your Best: Retention Tips**

Abstract: The task of keeping your best employees on board can be a difficult and daunting task. The job market is in a sad state and people are counting themselves fortunate to have a job. There is a general consensus among HR professionals and managers that employee turnover rates will increase as the job market increases. This article provides ways to prepare for this potential turnover rate and ways to prevent it from happening. It is important now more than ever to find and implement ways to retain employees.

[Link:](http://humanresources.about.com/cs/retention/a/turnover_2.htm) http://humanresources.about.com/cs/retention/a/turnover_2.htm

d. Communication

- **Satisfied Employees, A Powerful Marketing Strategy**

Abstract: Article explains how employee satisfaction is an important component of marketing. When employees feel appreciated they are more likely to be loyal, creative and trustworthy. This in turn benefits the organization because those employees are then vested in the company and resources used in training are an investment.

[Link](http://www.webpronews.com/topnews/2004/07/26/satisfied-employees-a-powerful-marketing-strategy) <http://www.webpronews.com/topnews/2004/07/26/satisfied-employees-a-powerful-marketing-strategy>

- **Knowledge Transfer Legacy Journal.** The purpose of this workshop is to understand the importance/use of knowledge transfer and understand the two types of knowledge to transfer as a leader. It is important to review practices from leaders working on this issue. Identify pieces to transfer as a leader. This initiative is a work in progress but has shown to be a promising initiative.
 - For more information contact Holly Gandy-Miller
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e. Development

- **Training: Your Investment in People Development and Retention**

Abstract: The American Society for Training and Development (ASTD) estimates organizations spend \$109.25 billion on employment learning and development annually. Organizations spend three quarters of that money on internal learning functions and the remainder on external services. Important aspects of training are also mentioned, it is crucial to address how training needs are determined. Also to note how training is viewed by employees and how training is delivered become critically important issues. Seminars, workshops and classes come in every variety imaginable both in person and on-line. Using a variety of tools for training will keep employees engaged and in turn retained.

Link: http://humanresources.about.com/od/educationgeneral/a/training_invest.htm

- **Employee Development Toolkit**

Abstract: A joint effort between an employee and the organization he/she works for is necessary to create an effective employee development plan. Primary components of the development plan should include the employee and employer working together to increase the employee's knowledge, skills and abilities. The website gives a toolkit for employers to follow when developing a program. Included on the site are explanations of the roles of supervisors, employees and tools to help develop the program. On the website the importance of employee development in regards to cost savings and increased performance are reiterated and additional tools and links can be found on the left hand side of the webpage.

Link: <http://www1.umn.edu/ohr/toolkit/index.html>